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SALES MERCHANDISE

MAY - JUNE 1991

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**Camel Opportunistic
Program Ideas
Become Reality**

**Area Sales Representative's
Sales Plan**

Sales Department
R.J. Reynolds Tobacco Co.

51859 5884

memo

It is always reassuring to know that the fruits of our labor are beginning to show tangible and positive results. Often, in our business, the impact of major decisions takes several years or longer to materialize. However, on some occasions, we know relatively soon that we are on the right track.

While most of our competitors continue to load the trade at each quarter end, we rejected that practice in favor of balancing our inventories based on sales at retail. That decision is paying off handsomely for us, because our products remain on the shelf for considerably less time than comparable competitive products.

Since we suspended loading in the third quarter of 1989, the average age (weighted by share) of our cartons has dropped from close to three months to less than two and one-half months. This is almost one month less than the age we believe most competitive products are at retail.

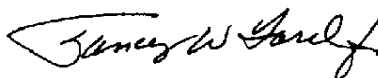
With heavy competitive trade loading in the fourth quarter of 1990, it is expected

that competitive products were even older in the first quarter of this year. The improved age of our products on retail shelves should be a tremendous source of pride for all of us. It confirms the integrity of our company motto: "We Work for Smokers."

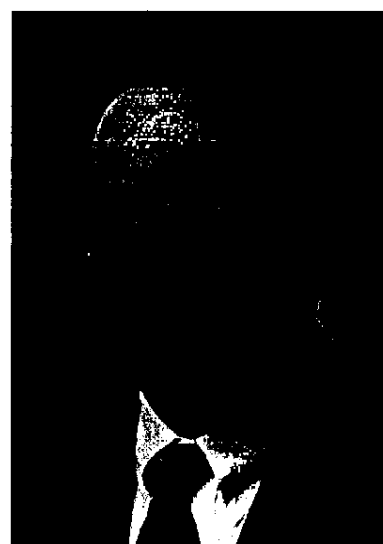
It also confirms to me that everyone in our sales organization is doing a great job in managing our inventories at all levels of distribution, rotating stock, and picking up old product. You're doing the right things, consistently and effectively.

I wanted to share this information with you to let you know that your hard work is paying off in results that will move our business forward.

Sincerely,



Yancey W. Ford Jr.
Executive Vice President - Sales



On the Cover:

Daytona Beach Division Manager Reese Stanley and Miss Camel, Paige Thomas, get in the spirit of Bike Week's 50th Anniversary. Story, page 3.

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CAMEL OPPORTUNISTIC PROGRAM IDEAS BECOME REALITY



Planning, coordination, and superb execution combine to give Camel unmatched presence at major events throughout the U.S.

RJR's participation at these events is possible through the Camel Opportunistic Program which allows the six sales areas to recommend events that they feel can contribute to building Camel's business. It all begins with an idea, which is followed by a recommendation from the field. "The Camel Opportunistic Program is really a field sales generated program," says Robert Crawford, group manager, retail operations.

"After we receive a recommendation, it's my job to evaluate it to make sure it's workable from an executional standpoint," Crawford says, "and then I work closely with the Camel brand people and the promotion group to ensure that this recommendation fits in with Camel's overall marketing strategy. Obviously, Old Joe is a key element in our promotional strategy at these events."

After agreement has been reached to go ahead with a project, Crawford's role shifts from mediator to production specialist. While continuing to work with field sales, all elements are approved and coordinated through promotion production and the brand group to ensure all promotional materials and P-O-S are produced and delivered to the field

KING OF THE CARNIVALS



Displays like this in close to 1,200 stores moved the T-shirt offers.

on time. "It's truly an exercise in teamwork," says Crawford. "Everyone works together to develop ideas that will sell more Camel cigarettes. That's the bottom line."

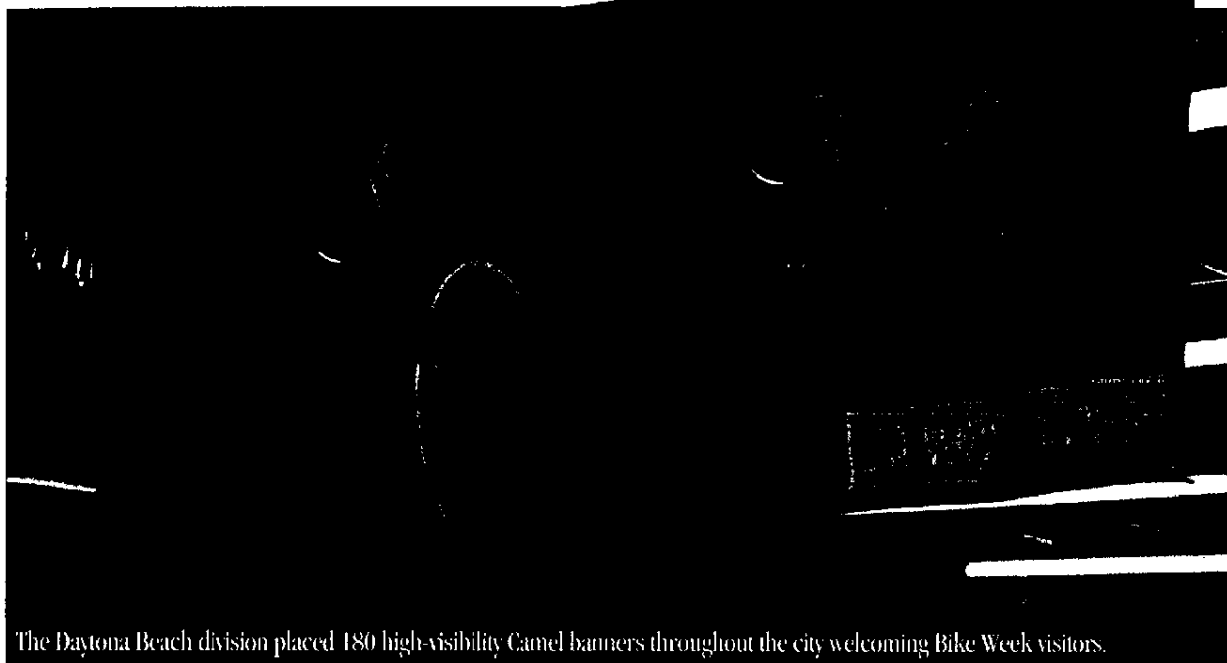
Old Joe is the star attraction at all Opportunistic events. He's always the "smooth character," as the King at Mardi Gras in New Orleans, or the "smooth rider" at Bike Week in Daytona Beach, Fla. He'll be seen relaxing at the best summer resorts, taking in Camel Grand Prix and GT races, gambling at Riverboat Casinos in Davenport, Iowa, and attending major festivals this year. If it's a smooth place to be, Old Joe will be there.

From a field sales perspective, the Camel Opportunistic Program means more exposure for Camel, more displays and P-O-S, and ultimately, more sales.

For Fred Weber, planning & promotion manager in the Mid-Continent sales area, making Old Joe part of the Mardi Gras scene in New Orleans became a top priority. "The idea came from Rod Sommer, our chain accounts manager in New Orleans," said Weber. "We knew he had to do something for Mardi Gras, so Rod got the idea moving, doing his homework on what type of impact we wanted and, from that point, we offered a recommendation to Winston-Salem in July of last year."

Continued on page 4

KING OF THE CARNIVALS



The Daytona Beach division placed 180 high-visibility Camel banners throughout the city welcoming Bike Week visitors.

Continued from page 3

An event like Mardi Gras demands a souvenir type of premium," explained Weber. "Our first thought was a throw cup, like the souvenir cups thrown from the Mardi Gras floats. But we finally decided on a Mardi Gras T-shirt free with a three-pack purchase of Camels," said Weber. "We expanded the promotion to Mobile, Ala.; Hattiesburg, Miss.; and Lafayette, La., because Mardi Gras is a big event in those divisions as well," Weber explained. "Our Division Managers, Alan James, Bill Roth, Doug Sorensen, and Richard Mitchell, did a great job executing the promotion in nearly 1,200 stores, placing 85,000 T-shirt offers."

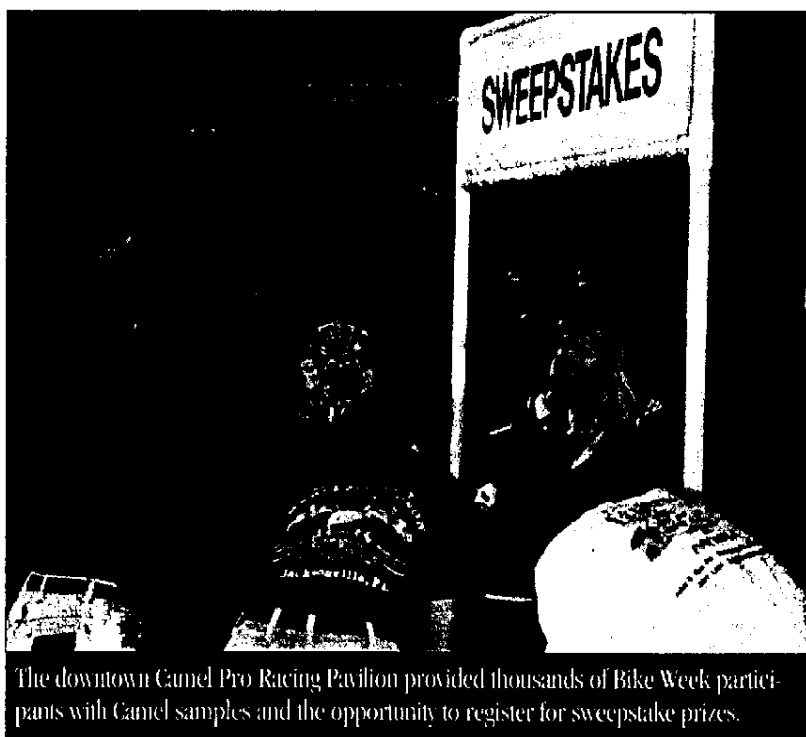
From the Mississippi bayou, Old Joe headed east riding a vintage Harley to take in the 50th Anniversary of Bike Week in Daytona Beach.

"Camel's association with Bike Week is what I consider the epitome of local leverage," said Roy Dotson, North Florida regional manager. "This event draws a half million bike enthusiasts from all over the country," Dotson pointed out. "They come to have a good time; they spend money; and they buy cigarettes. They relate to Old Joe and the Camel brand, and that means a real leverage opportunity for us at retail."

Bikers from all walks of life converge on the Florida resort city once a year to show off their custom bikes, take in the RJR Sports Marketing sponsored motorcycle racing events, and generally enjoy the free spirit lifestyle associated with the sport.

"We knew we had an opportunity here," said Dotson, "and the credit goes to Division Manager Reese Stanley and his Assistant Division Manager Tim Tracy for bringing that opportunity to reality in the stores."

The planning stage for the retail pro-



The downtown Camel Pro Racing Pavilion provided thousands of Bike Week participants with Camel samples and the opportunity to register for sweepstake prizes.

motion began in October when field sales met with Camel brand management, sports marketing managers, and sales development managers to lay out the strategy. "We were part of the planning process," said Reese Stanley. "We had a concept in mind for retail execution; Old Joe on a motorcycle, and it just snowballed from there."

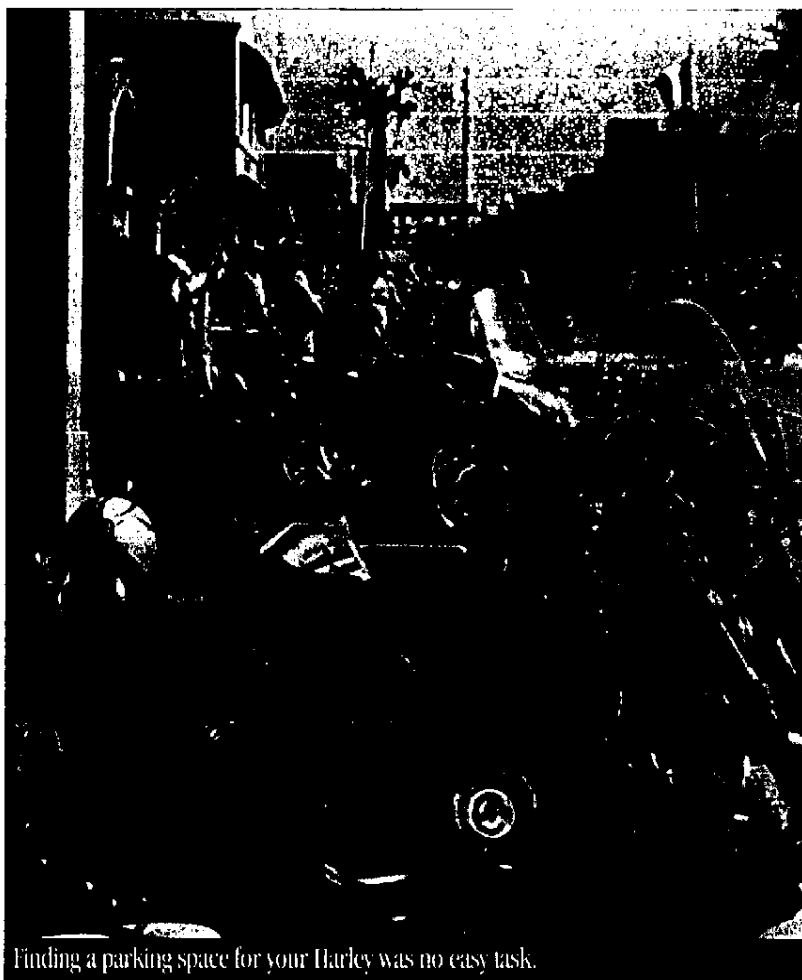
Like Mardi Gras, the group decided on a souvenir Camel "Born to be Smooth" T-shirt free with a three-pack purchase. "The offers literally jumped off the shelves," said Stanley in noting that over 130 displays were emptied almost immediately after being placed in high-volume outlets.

In addition to retail promotions and motorcycle racing, RJR also sponsored a Racing Pavilion at a busy downtown Daytona Beach location to attract the bikers. The Pavilion offered Camel samples, games,

opportunities for sweepstake prizes, and a simulated motorcycle ride experience. Miss Camel, Paige Thomas, was there to greet the bikers.

"The Camel Opportunistic Program has been a great success for us because it's field sales driven," says Crawford in summarizing the programs to date. "We plan to use the same concept and expand it to other brands as well."

Miss Camel poses with one of 150 Camel T-shirt promotional units placed by the Daytona Beach division in high-volume stores.



Finding a parking space for your Harley was no easy task.

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OPEN LINE

COMMENTS
QUESTIONS
SUGGESTIONS

COMMENT

With this report I end 35 years of service with RJR. I want to express a sincere thank you to those people unseen and unknown to me in Winston-Salem who have handled my inquiries, requests, and weekly payroll reports. Also to local management for their guidance, expertise, planning, and faith in my abilities all these years that enabled me to enter the world of retirement.

J.F. Lushis, North Philadelphia Division

REPLY

A rough estimate indicates that Mr. Lushis has submitted nearly 5,200 comments to Winston-Salem over the span of 35 years service with the Company. While all of them were certainly appreciated by the Home Office staff, his last one is perhaps the most rewarding to all of us who work to support our people in the field. Thank you, Mr. Lushis, and happy retirement.

COMMENT

I encountered a woman smoking Winston King Size the other day who said that we put holes around the filter. She showed me the holes and said they made the product taste different. Have the holes always been there? If not, why did we add them?

REPLY

Over 100 quality improvements have been made to Winston's product and packaging. The tobacco is packed tighter to produce a higher puff count per cigarette. The holes were placed around the circumference of the filter to dilute air and maintain a normal tar level for Winston. No effort has been spared to make Winston the freshest and best tasting cigarette a smoker can buy. Current Winston smokers who tested the improved product were very pleased. We hope this was the case with the smoker you encountered.

COMMENT

In an attempt to gain retail presence in convenience stores, perhaps we should make a floor mat with Camel "Old Joe" advertising on it. It could be placed at the door entrance or in front of the checkout area. They could be cleaned in-store by local companies.

REPLY

The type of advertising you describe is under consideration. And, as you mentioned, the ability to keep the mats clean and presentable to the consumer is important. Therefore, a decision to produce floor mats must take maintenance into consideration and we are exploring several alternatives.

COMMENT

We have been told for over a year that new Handheld binders and new call bags would be available soon. Yet, they still are not available. The Handheld binder I'm using is in such bad condition.

REPLY

The Handheld binder has been discontinued. We are now in the process of providing an attache case which serves as a call bag, with a pocket for the Handheld. Many divisions now have the attache case, and our supplier is working as fast as he can to complete the order. Be patient, a new supply will be available for order very soon.

COMMENT

Sales representatives should be given the responsibility to update Value-Added suppliers via the Handheld versus doing so at the division office. The latter creates extra paperwork and possibility of error.

REPLY

The Value-Added Program is implemented at division office level because it is based on agreements between the chains or distributors and RJR. The complexity of giving the agreed-upon list to the VAP account is best controlled by the manager responsible for calling on the account. The VAP account number is not unlike a chain account identification number which the division office is responsible for updating.

COMMENT

If I see consumers buying a carton of competitive product can I approach them with two, two-pack Consumer Mission coupons? I have never approached a consumer with a Consumer Mission coupon when they are buying cartons. What can I do in carton purchasing situations?

REPLY

Converting a competitive smoker making a carton purchase is certainly meeting the objectives of the Consumer Mission initiative. We are presently producing a \$4 off a carton coupon to be used selectively in Consumer Mission.

COMMENT

RJR should seriously consider eliminating allocations on brands for promotions to cut down on customer ordering problems during a particular promotion.

REPLY

Managing product inventories at all levels of distribution is good business, for us and for our customers. It provides a fresher, more appealing product to smokers and reduces costly, excess inventories for distributors. In addition, we are able to substantially reduce the amount of outdated product returned to us. Our company is committed to keeping product inventories in balance with sales because we have experienced the problems associated with trade loading. The process is not intended to restrict ordering product for good business reasons. Procedures are in place to allow field managers to meet the legitimate needs of our customers.

COMMENT

Where height isn't a problem, an additional set of legs attached to our small promotion display will give us much better space and height capacity for our promotions. Are these available?

REPLY

Legs with connectors (Item #123162) are available to raise the height of the small promotion display, as well as the System III PCD, large promotion display, and the System III floorstand. These kits are allocated to each sales area upon request.

COMMENT

The new call bag is great, but every time I close it, my Handheld beeps. Can you make the bag deeper?

REPLY

Your comment about the Handheld being activated when placed in the new attache case has been repeated by other sales representatives. The Handheld insert for the new attache case was specifically designed for the Handheld to be placed face down. When placed face down, the Handheld cannot be activated by any part of the attache case.

COMMENT

I think we should offer smokers of our brands complimentary matches to advertise our brands. We might also want to leave a supply of matches at store level to be handed out to smokers.

REPLY

Presently, we are planning to introduce Camel advertising and promotions on every D. D. Bean matchbook printed in 1991. They will be distributed free in pack and vending outlets, bars, etc. D. D. Bean is the nation's largest matchbook manufacturer and distributor.

COMMENT

The 800 number on Winston packs works great. I recently handled correspondence from Winston-Salem, contacted the customer, and resolved the problem. Now let's put the 800 number on all of our packs.

REPLY

All current full-price brands will display the toll-free 800 number by the end of the third quarter of this year. The number will also appear on test brands but not on savings brands, which include Doral and Magna.

CASEY HAS A PLAN

**"Planning helps systematize
your selling and helps you find
weak spots to improve them."**



"Plan your work, work your plan." This is the motto of Area Sales Representative Casey Huffman of the Charlotte, N.C. division.

Huffman not only believes in planning for himself, he tries to convert his peers to using his example of working smarter, not harder. "When you ask a sales person to sit down and write out a plan of attack, he says, 'Oh no, it doesn't work; I can't follow it,'" Huffman said. "But I have a large assignment, and if I'm going to get coverage and work all the promotions properly, I've got to plan my work," he explained.

"Planning helps systematize your selling and helps you find weak spots to improve them," says Huffman. "It can help you get the most out of your day because, by putting information down on paper, it makes it concrete--a constant reminder."

He also holds to a theory that the steering wheel on his van is a major competitor. "Driving takes an enormous amount of time," Huffman says emphatically. "If planning helps me drive less, then I've freed up more time to deal with my competitors in the stores."

Huffman's plan is simple, but effective. He uses a calendar spreadsheet that takes in an entire month, week-by-week. In the far left column of each week he writes in his objectives which include the Work Plan promotions. On each day of the week he lists the route numbers and names of the calls he

plans to make. After each call he makes a notation that the call has been made. He follows this process for the entire month.

"I always allow two open dates to take into account division meetings or any unforeseen deviation from the schedule," Huffman explains. "That way my call coverage doesn't get out of whack if I miss a day or two on the trade."

The plan is effective because it not only lists the calls to be made, but lists them in such a manner that ensures he completes his call coverage with minimum driving time, and that all promotions are completed within the proper time period.

How long does it take? Considering the detail involved, one might expect he spends several hours working out his schedule. "No, not really," Huffman says, "I can do the whole thing in about 15 or 20 minutes per month. That's all the time it takes to have your whole month's plan in front of you at all times."

Is it worth the effort? Huffman thinks so, and so does his Division Manager David Gesmundo, who asked him to present his planning method during their annual meeting.

"I tried to turn planning from a perceived negative to a very positive thing to do on a regular basis," Huffman said. "My system works best for me, but any system is better than none at all."

Quality FIRST

SELLING SERVICE

Webster defines a consultant as one who gives professional or technical advice. Since we are in the business of selling promotional ideas and merchandising concepts as well as quality products, we are, in fact, consultants to the retailers we service. As RJR professional sales people, you sell service.

In his memo to the field dated February 22, 1991, Yancey Ford stressed the key role sales people play in making sure first time purchasers of our cigarettes receive the freshest product available. It's part of our company-wide "Quality First" initiative for 1991.

Have you ever given thought to the quality of service you offer the trade? To put that question into proper perspective we need look no further than the "salesmanship" extended to customers in virtually any large department store at your local shopping mall.

Sales people there tell you they don't have your size, without checking whether they do; that the color you want isn't in stock, without seeing if they can order it; or that they have nothing in your price range, instead of pointing out features and benefits to expand your price range. Some say that the art of selling, like ballroom dancing, may be gone forever.

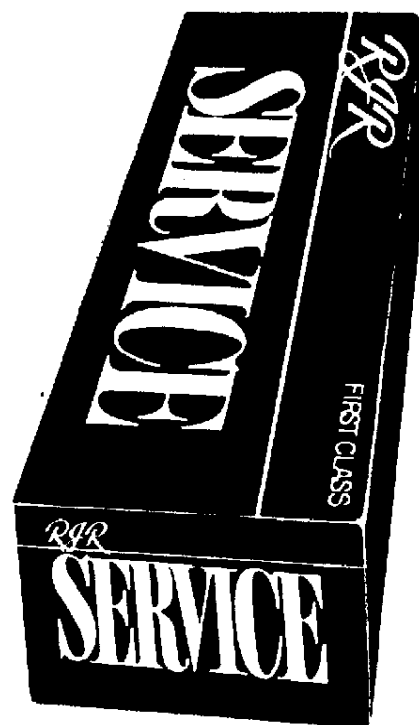
At Reynolds Tobacco we believe that selling involves much more than just a product and a fast-talking sales pitch. It means going the extra mile to make every service we offer to every retailer easy to use and totally reliable. It ensures that every transaction

with a retailer results in a "win-win" situation that provides benefits to us and helps the retailer sell more cigarettes. It's having a retailer look to us, rather than the competition, for expert advice on inventory, merchandising, displays, and promotions. This is what we call consultant selling...selling ideas, solving problems, and providing a value beyond dollars alone. Think about it. Isn't that what you look for in a sales person when shopping for a major purchase? The same is true of the retailers you call on.

Selling service applies to everyone in field sales, not just managers who call on the big chains. Take Nancy Gliwa, area sales representative in the Lansing, Mich., division, for example. She calls on the buyer of a 14-store chain. That buyer relies on Nancy to be his expert when it comes to cigarette merchandising. That kind of trust is hard won and easily lost. It has to be earned every time she makes the call.

On a larger scale, 19 chains in the Pacific Mountain sales area use the concept of a "table captain" in which they designate one company to manage the merchandising needs in their cigarette departments. RJR is the "table captain" in 18 of the chains.

These are just two examples of what service selling is all about. We are committed to quality in everything we do. Quality service gives us an important competitive edge in the marketplace. Together with quality products, it's a winning combination for the retailer.



Company "Hot-Line" Numbers

The Company has a "hot-line" toll-free telephone number for smokers to report product complaints. We have also established a toll-free number which can be used by field sales to report any cigarette product deficiencies encountered while working the retail trade. These deficiencies include any flaws in packaging, cartons, or packs. If you encounter a significant flaw, you may be asked to retrieve the product. The toll-free number is **1-800-252-3500**.

Manufacturing deficiencies encountered at the wholesale level should be reported using the Customer Assistance toll-free number **1-800-862-4338**.

RJR Nabisco also has a hot-line number for its products. It is **1-800-NABISCO**. In keeping with our "Quality First" initiative for our entire family of products, you should pass this number on to retailers or consumers who may approach you on matters concerning Nabisco products.

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On Target



Miami Division sales team members celebrating their week-long "Overhead Blitz" victory over the competition.

Miami Nice: Blitz is a Winner

Careful planning, hard work, and team spirit recently paid off for the Miami division. In a one-week overhead blitz, the division replaced 60 competitive fixtures with RJR units, which greatly reinforced RJR's commanding merchandising presence in the market.

Division Manager Mario Quintero carefully planned and prepared for the blitz. He organized the sales people into three- and four-person teams, using the division's two general sales workers—who handle rou-

tine fixture-installation duties—to teach the rest of the sales force how to assemble the units. Six panel trucks were rented to supplement the division's vehicle fleet. Reps arranged to complete regular monthly coverage a week early, and the event was scheduled for the week following a competitive territory realignment when opposing sales personnel would be least able to respond effectively.

A week of intensive selling and installation followed, with 57 units placed during the initial blitz period and three more installed shortly thereafter. The successful sellers, capitalizing on whatever opportunities presented themselves, also placed a new RJR universal package unit, applied 180 Push/

Pull and business-hours decals, sold seven permanent counter displays with Preferred Presence units, and placed four continuous counter displays, a Camel banner, two Magna danglers, and three Doral signs.

The blitz turned out to be a real morale booster for the whole division, with reps gathering at the end of each day to swap "war stories" and map sales strategies for the next day. On the last night of blitz week, in an attempt to cement the spirit of teamwork and achievement, each participant was given a T-shirt inscribed on the front, "Overhead Blitz." "I believe we really sent our competitors a distinct message," Quintero said. "Don't mess around with the Miami division."

Divisions Lead Around Cleveland

East Cleveland, West Cleveland, all around the city of Cleveland, RJR reps are scoring significant sales successes with RJR merchandising fixtures and programs.

In East Cleveland, Area Sales Representative Ron Mandolin used a combination of universal package merchandisers, express checklane units, and bonuses to coexist with the competition by carving out a winning niche in the marketplace in five major carton outlets. After enjoying considerable success with various combinations of RJR components in such stores as Mr. G, Harbor Plaza Super Duper, Andover Sparkle, Ralph's Value King, and Giant Eagle, Man-

dolin is ready to target his next group of outlets for similar treatment.

Area Sales Representative Phyllis Stark is enjoying her first placement at Bruce's Fine Foods, a longtime exclusive PM outlet. Stark hopes the express checklane unit she placed will be only the first of many RJR fixtures she will sell in this key, high-volume outlet.

In the face of intense competitive selling pressure, Area Sales Representative John DeRose defended RJR merchandising leadership at Giant Eagle in Chardon, Ohio, by selling the store on a new, RJR-style, front-end program and fixtures. DeRose also beat out PM in the campaign to merchandise a new Apple Supermarket, placing RJR carton and package units and a new RJR express checklane at the location.

Area Sales Representative Charles Dolnosich defeated a major PM promotional effort at Giant Eagle in Edinboro, Pennsylvania, placing RJR carton, package

and checklane units, and electronic security at the store.

In West Cleveland, Area Sales Representative Ronald Ridenour has used several combinations of RJR fixtures and programs to gain a strong presence at a number of high-volume carton outlets, including Kopp's, Amherst and Meridian IGA, Harold's and Avon Lake Sparkle, and Country Pride Market.

Area Sales Representative Doug Moody sold Bockwinkel's Specialty Store, a unique downtown supermarket in a large hotel/apartment complex, on RJR carton merchandising, with special features to help the store solve its pilferage problems.

Area Sales Representative Ihor Miskewycz sold the owner of several stores, including Apple's Supermarket, Brumfield's Market, and another store in the Toledo, Ohio, division, on a coexistence plan that gives RJR a commanding presence in package merchandising at the stores.

Doral Defeats Challengers

No brand, no matter how popular, can ever afford to rest on its laurels for long. Success makes a brand a target for the competition. Doral, for example, has had to defend its sales-leadership position against directly targeted marketing attacks since RJR built it into the only savings brand among the nation's Top 10 cigarette brands.

Area Sales Representative Warren Steiner of the Duluth, Minn., division faced strong competitive challenges against Doral with a key, high-volume account at Three Eagles Smoke Shop in Ashland, Wis. Responding with the same aggression that won Doral its Top-10 ranking, Steiner placed a whopping 4,000-carton display at Three Eagles, which not only boosted Doral sales, but also reinforced the brand's position of sales leadership at the store.

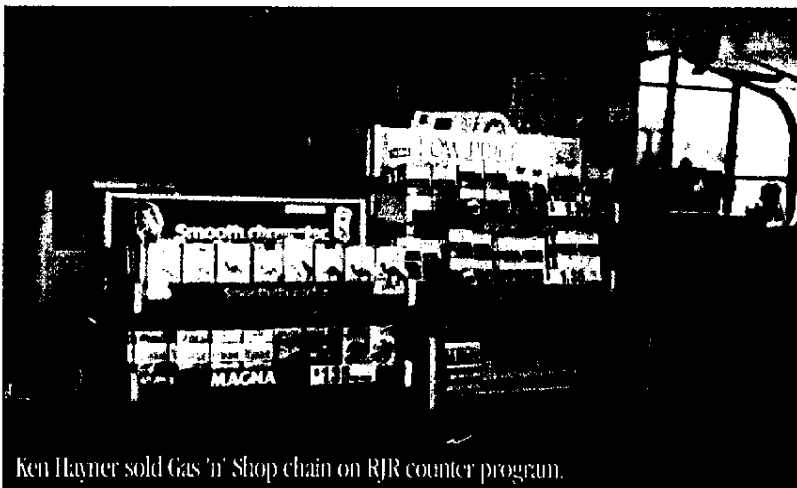
Competition Benefits Sales

Fierce competition is a fact of life almost everywhere in the cigarette business these days. But the successful seller welcomes the challenge of competition as an incentive for excellence.

Ken Hayner, Omaha, Neb., chain accounts manager, faced up to a tough competitive challenge and won a stronger competitive presence for RJR in a major convenience chain. Hayner countered a strong Philip Morris bid for exclusive mer-

chandising in the 38-store Gas 'n' Shop chain with a carefully thought-out combination of RJR programs and fixtures. Hayner sold the chain on the Preferred Presence program, the special Magna promotional program, Camel banners, and various Camel promotions.

RJR not only managed to prevent the competition from winning over the chain store, but also emerged from the competitive battle in a commanding position in the chain.



Ken Hayner sold Gas 'n' Shop chain on RJR counter program.

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On Target

Philadelphia Displays Winning Style

Philadelphia Regional Manager Jack Renehan recently challenged his managers to identify their highest-volume chains and independents, and target them with specific objectives for selling RJR promotional displays.

Results of this quarter-long promotional blitz were impressive. An additional 837 displays were placed around the region during the three-month period. Express checklane displays were placed in 51 supermarkets; eight stores accepted universal package merchandisers with displays; Menthol Initiative displays went into 54 stores; 174 stores bought System III displays; security fixture displays went into 521 stores; and 29 supermarkets accepted non-self-service displays.

Many noteworthy individual achievements were recorded. Philadelphia Chain

Accounts Manager Jim Morris placed spring-load package units with promotional dump-bin displays throughout the 11-store Clemens Supermarkets chain, the highest-volume cigarette retailer in Bucks County, Pennsylvania, with average sales of 1,000 cartons weekly per store.

In the Philadelphia division, Area Sales Representative Dennis Camp sold O&O Supermarket on a new RJR non-self-service plan and successfully replaced a competitive overhead with an RJR unit. Camp also secured exclusive advertising presence, special signage, and a Preferred Presence program at A.B. Newsstand in the giant Franklin Mill Mall, and placed a System III display at Bi-Rite Deli.

Training and Development Manager Steve Majer and Area Sales Representative Art McDonald sold the three-store Value Fair Discount chain, including the key, high-volume Gallery Mall train depot location, on RJR carton units, overheads, and counter displays. Majer and Area Sales Representative Mark O'Toole sold Brown's Shop Rite new RJR spring-load units. Special Accounts Manager Doug James and Area Sales Representative Barbara Keller

sold new RJR package programs to the 11-store Health Fair chain and the five-store Shelly Pharmacy chain, both in the face of strong competitive pressure.

The Philadelphia division also scored major sales successes with its Menthol Initiative program, placing hundreds of counter displays, signs, and impact pieces in targeted calls around the division. Showcase calls included Sun Ray Drugs and Fine Fair Market, sold by Area Sales Representative Rudy Peel; Won's Market, Area Sales Representative Andre Funches; and Dave's Deli, Area Sales Representative Douglas Evans.

North Philadelphia Division Manager Bob Van Sickle was rewarded for his persistence when the 30-store Laneco Supermarkets chain finally approved an RJR package sales program and fixtures. Special Accounts Manager Joe Rago sold the seven-store CR Pharmacy chain an RJR System III display program, assuring a commanding presence and increased promotional opportunities in these key, high-volume package outlets. And Area Sales Representative Mike Petrone has established a reputation as a master of creative displays in small spaces, with especially

Sales Representatives Enjoy Success in the West

The Denver region is enjoying a "Rocky Mountain high" of display presence and volume, including a number of noteworthy achievements in the North Denver and North Phoenix divisions.

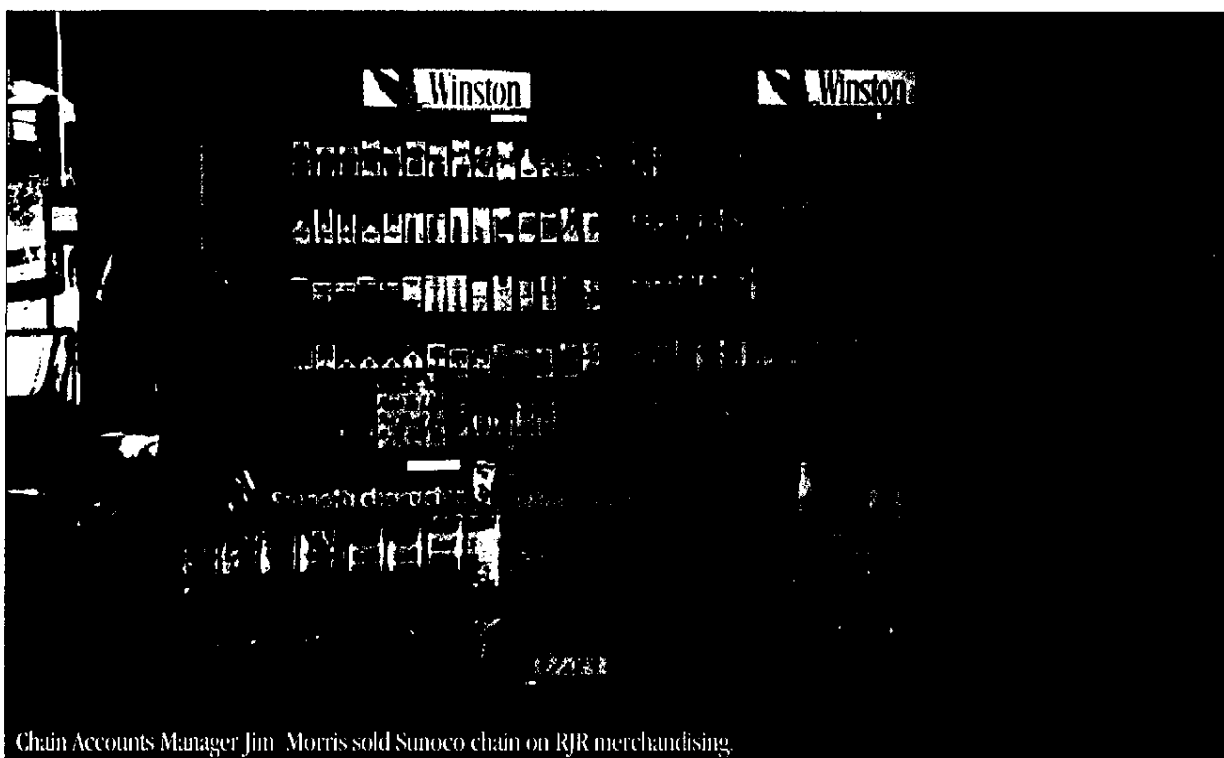
In North Denver, Area Sales Representative Paul Rohlf sold the Convenience Plus chain on the Preferred Presence Counter Program for 29 locations including package outlets in Colorado, Wyoming, Nebraska, and Arizona. Rohlf placed RJR overheads to meet signage requirements in 18 locations,

replacing competitive units.

In North Phoenix, Area Sales Representative Julie Marshall sold Smitty's on a Doral Savings Center, replacing all competitive fixtures and greatly increasing Doral's presence and volume at this key, high-volume outlet.

Area Sales Representative Mark Seward has worked hard to develop both the savings and full-price segments at Easy Corners Smokeshop, an important, high-volume Indian outlet. Careful attention to

merchandising and advertising has made Winston the store's leading brand. Keeping up with the competition also paid off for Seward recently when he noted that Doral sales were slipping as the result of a heavy promotion of a rival brand. He countered this direct attack on Doral with a special coupon program that not only restored Doral's position of sales leadership, but actually improved the brand's overall performance in the market.



Chain Accounts Manager Jim Morris sold Sunoco chain on RJR merchandising.

noteworthy examples of his talents to be found in the five-store Deon's Beverage chain, TicketTown, Ruger's Beer Store, and Keystone News—all high-volume outlets where the extra attention to cramped display locations really pays off in extra sales.

In the Frazer, Pa., division, Special Accounts Manager Stephen MacLeod sold the System III program to several high-volume chains, including 10 Carl King stores, nine Calotex Oil outlets, eight Walker Oil locations, and six Peppers Food Marts. Meanwhile, the rest of the division, directed by

Division Manager Robert Ridge and Training and Development Manager Fran Natale, was taking care of the basics—placing 71 more special displays and working conventional mass displays on a daily basis.

In the Reading, Pa., division, Special Accounts Manager Jim Herlihy has sold a variety of new RJR display programs and fixtures for the 13-store Redner's Markets chain and four King's IGA supermarkets. Division Manager Paul Gilotty sold the 10-store, high-volume Sisco Oil chain on the RJR System III program.

In the South Jersey division, Area Sales Representative Steve Wagner sold three high-volume Thriftway supermarkets on RJR non-self-service carton merchandising.

Even the military component of the Philadelphia region joined in the display campaign. Military Sales Manager Ed Rosas has been aggressively pursuing the scheduled military premium and promotional programs, and did his bit in the recent blitz by placing special floor displays in 13 of the highest-volume military locations.

RJR Scores at RFK Stadium

Just one look at the packed stands of RFK Stadium for any home game of the Washington Redskins will show both the popularity of the team and the enthusiasm of its fans. RFK Stadium is a natural location for cigarette marketing as well, a fact not lost on the managers and sellers in the Washington, D.C., division.

Directed by Training and Development Manager Melvin Tucker, the Washington division's sales people have been working

hard to maximize RJR's presence at the stadium. Area Sales Representatives Sam Spann, Sam Greer, Kevin Chaney, and Ricardo Rush have placed 265 impact pieces, including 75 "Salem Sold Here" signs, 25 Salem banners, 25 Salem clocks, 70 Salem decals, and 70 Camel profiles in the proximity of the stadium.

Spann also expanded distribution of RJR brands available for sale at the stadium by convincing concession operators to add Camel Lights to their brand lineups. Four of the eight styles now available are RJR offerings, including Winston King, Salem King, Salem Light, and Camel Light.



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Strong N.Y. Presence

RJR merchandising presence is gaining momentum in upstate New York these days according to recent reports from the Rochester and Syracuse, N.Y., divisions.

In the Rochester area, Area Sales Representative Sharon Schwalm sold express checklane displays to Madias Big M, Rumsey Bells, and Ed & Jean's IGA, where she also replaced a competitive package fixture with an RJR unit. In addition, she sold Easeway Convenience on a spring-load package fixture, and placed Doral Savings Centers at P&C No. 150 in Waterloo, N.Y., and Atlantic in Seneca Falls, N.Y.

Elsewhere around Rochester, division reps have been using the express checklane displays to gain a foothold for RJR merchandising and a springboard for future growth. These displays have been placed in a number of outlets in small New York towns including Bells of Albion, Bauch IGA

Przybyla Blitzes High Volume Outlets

Area Sales Representative Kenneth Przybyla has been waging a one-man impact blitz in the high-volume locations around his assignment in the Buffalo, N.Y., division. Concentrating on package outlets, Przybyla placed 20 Camel curb signs, eight Camel 3-D signs, one Camel banner, eight Salem menu boards, six Salem neon signs, and five "Salem Sold Here" signs. His hard work has boosted RJR brand presence and volume at these key retail outlets.

in Hamlin, Schneider's in Kirkwood, Mr. T's in Whitney Point, Ed & Jean's IGA in Port Byron, Rumsey Bells of Seneca Falls, Bob & Irv's in Naples, and Maine Big M in Maine.

Around Syracuse, persistence and selling skill have been rewarded in several key, high-volume locations in New York towns.

At the Super Duper in Carthage, Area Sales Representative Marilyn Halstead replaced a competitive carton fixture, savings center, and generic package unit with RJR Flex with electronic security and a beltline slide-by. The account is also expected to approve an RJR express checklane display.

At the Super Duper in Camden, Area Sales Representative Patrick Comesky sold 10 feet of in-line Flex savings center consolidation fixturing and an express checklane display.

And at Chanatry's Market in Utica, Area Sales Representative Bill Mroz sold an RJR savings center consolidation program.

Show Car Boosts Sales Before Race

Special events create special sales opportunities. Smart sellers know that they must be ready with displays, premiums, and promotions in order to capitalize on every RJR-sponsored event that comes along.

In the Columbia, S.C., division, "special events" most often means NASCAR Winston Cup auto racing. Area Sales Representative Brenda Hall recently showed that she knows how to turn stock-car racing excitement into incremental volume in her assignment.

With cigarette sales averaging about

Magna Displays Show Car Link

Magna's high-impact advertising materials and unique premium offerings, combined with a sales rep's ingenuity and energy, create some unusual promotional opportunities. Area Sales Representative John LaFave of the East Detroit division recently used a Magna Armor-All auto-protectant premium offer as inspiration for a one-of-a-kind display.

LaFave's idea was to build a mass Magna display that capitalized on the brand's tie-in with high-performance autos. He arranged hundreds of Magna cartons in the shape of a car, with a standing Magna Man figure in the driver's position. LaFave used a pair of real tires as wheels for his "Magna-mobile," and applied Armor-All to one to create an effective "before/after" demonstration of the product.

LaFave's ingenuity paid off with a substantial increase in overall cigarette sales at a key, high-volume account, and a real promotional impact for Magna in this market.

350 cartons per week, the Cheraw, S.C., Wal-Mart is one of the most important high-volume accounts in Hall's assignment. She made the most of a recent holiday weekend of NASCAR racing at the Darlington, S.C., track to boost Wal-Mart sales even more.

Hall arranged for an appearance by RJR's "Winston No. 1" Winston Cup show car at the Cheraw Wal-Mart before the race. Then, she tied the promotional package together with a 500-carton, multi-brand floor display.

The result: Hall raced into the volume winner's circle as Wal-Mart sold 750 cartons during the week of the display—more than double the store's usual weekly sales.

Displays Placed Around Lone Star State

In the wake of a recent Texas cigarette tax increase, the San Antonio region countered direct competitive challenges in the savings segment with a campaign to place Doral mass carton displays. The targeted campaign focused on higher-volume accounts, with cigarette sales averaging more than 300 cartons per week.

Reps around the region competed for recognition in several categories. Winning

individual honors for placing the most displays was Area Sales Representative Cliff Edwards of the Corpus Christi, Texas, division.

Corpus Christi was also the division where the most displays were set. The largest display was 700 cartons, placed at Lopez Supermarket in Corpus Christi, by Area Sales Representative Steve Garza. Area Sales Representative Judy Zeigler of the Al-

buquerque, N.M., division won the "most creative" crown with a "Hot Price Doral" display, complete with motorized, swaying palm trees, that she built in a farmer's market store in Bloomfield, N.M.

San Antonio region reps successfully defended Doral's position of sales leadership, placing 150 displays during the month-long campaign.



"Smooth" Sellers Score

These smooth characters—from left, Bronx Division Manager Frank Iaconetti, Joe Camel and Larry Sasso, New York region manager—were part of an RJR sales and Northeast Regional Initiative team that recently conducted a four-day promotional program at Jetto Cash and Carry Warehouse. The team

sold Jetto's retail customers 78 Camel/Salem lighter displays, doubling what the account ships in an average week. Jetto management enthusiastically declared the promotion a success, noting it was the first of its kind ever staged at the warehouse by a tobacco company.

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News Briefs

Menthol Initiative Shows Missouri

The Kansas City, Mo., division recently showed smokers in the "show me" state of Missouri how RJR attains and maintains its position of leadership in the hotly contested menthol segment. The "Menthol Initiative" campaign is most prominently symbolized by a colorful Salem neon sign. Also featured is a wide variety of equally striking paper signs, impact pieces, promotions, and premiums; and a number of specially-designed display fixtures and programs. Area Sales

Representatives Scott Knowlton, Jeffrey Thompson and Chain Services Representative Felipe Urrutia prepared and executed a thorough marketing and merchandising plan that sold more than 100 cases of Salem; more than tripled Salem sales in some stores; placed more than 60,000 premiums, and a multitude of signs and impact pieces; sold and placed a variety of custom fixtures; and improved product availability and market share throughout the division.

Vendors Honor RJR

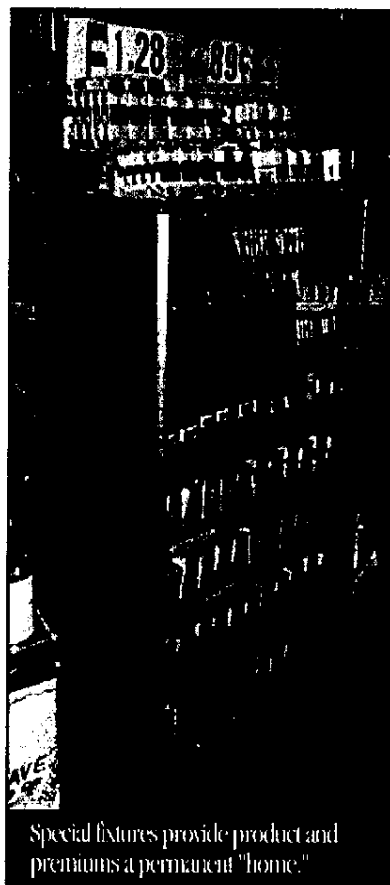


At its recent National Convention, the Amusement and Music Operators Association (AMOA) presented a plaque to R.J. Reynolds Tobacco Company "in recognition of outstanding support to the Cigarette Vending Industry." Accepting the award on behalf of the company is (at podium) Jack Regan, national vending manager.

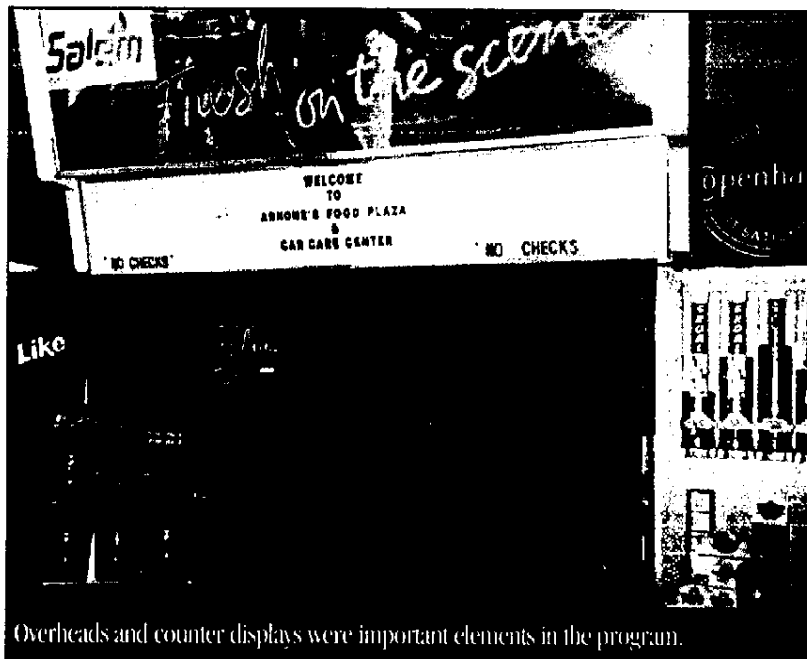
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Colorful neon sign is a prominent symbol of the Menthol Initiative Program.



Special fixtures provide product and premiums a permanent "home."



Overheads and counter displays were important elements in the program.

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PROMOTIONS & APPOINTMENTS

Six Field Sales Marketing Managers Named

The position of field sales marketing manager has been created in the sales department to support our local leverage programs in six markets, one in each sales area.

The following field sales marketing managers will assume responsibility for the coordination and communication of local leverage plans between field sales, the affiliated advertising agencies, and the Home Office support personnel. Terri Beam has been promoted to field sales marketing manager in the Boston region; Kevin Plate has been promoted to field sales marketing manager in the Atlanta region; Mark Bolger has been promoted to field sales marketing manager in the Mid-Western sales area, supporting local leverage marketing in the Indianapolis region; Fred Weber has been appointed field sales marketing manager in the Mid-Continent sales area, supporting local leverage marketing in the Dallas region; Chris Pandy has been appointed field sales marketing manager in the North Central sales area, supporting local leverage marketing in the Cincinnati region; and Kathleen Lewis has been promoted to field sales marketing manager in the San Francisco region.

Beam joined the Company in 1987 as a marketing assistant assigned to the More, Now, and Ritz brands. Her responsibility shifted to Doral in 1989 and she was promoted to assistant marketing manager for Doral in 1989. In 1990, she was assigned to the Salem Brand.

Plate joined the Company in 1988 as sports marketing manager for Nabisco



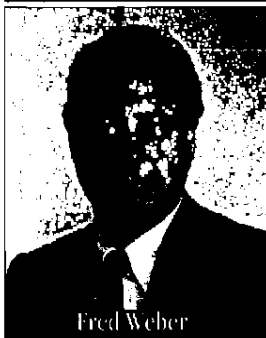
Terri Beam



Kevin Plate



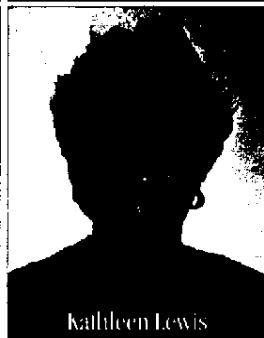
Mark Bolger



Fred Weber



Chris Pandy



Kathleen Lewis

sponsored PGA Golf activities. In 1990, he assumed responsibilities for Sports Marketing events associated with the Vantage Senior Golf Tour and the Magna Auto shows promotions.

Bolger joined the Company in 1988 as a marketing research analyst assigned to the Camel Brand. In 1989 he moved to Brand Marketing as a marketing assistant for Camel.

Bolger was promoted to assistant brand manager for Camel in 1990 and later that year he was assigned to the Winston Brand.

Weber joined the Company in 1968 as a sales representative in the West Detroit, Mich., division, where he was promoted to area sales representative in 1972. The following year, Weber was promoted to assistant division manager in the Lexington, Ky., division and was promoted to division manager of the St. Louis, Mo., division in 1976.

In 1979, Weber was promoted to vending sales manager of the Mid-Continent sales area. He was appointed sales mer-

chandising manager for the Mid-Continent sales area in 1982 and later became planning & promotion manager for that area.

Pandy joined the Company in 1977 as a sales representative in the East Detroit division, where he was promoted to area manager - merchandising in the Detroit Chain division in 1980. He was promoted to assistant division manager in the West Detroit division in 1982, and to division manager in the Toledo, Ohio, division in 1985.

Pandy was promoted to sales training and development - vending/military manager for the North Central sales area in 1988. He later became planning and promotion manager in that sales area.

Lewis joined the company in 1976 as a sales representative in the Riverside, Calif., division where she was promoted to area sales representative in 1978. She was promoted to assistant division manager in the San Fernando Valley division in 1980 and to division manager in 1982.

PROMOTIONS & APPOINTMENTS



Tom Odom has been promoted to merchandising manager in the Home Office merchandising department. Odom joined the company in 1977 as a sales representative in the Goldsboro, N.C., division where he was promoted to area sales representative in 1979. From 1982 through 1984, he worked in the company's Fayetteville, Raleigh, and eastern N.C., divisions.

In 1985 he was promoted to assistant division manager in the Winston-Salem division and to division manager in the Huntsville, Ala., division in 1987.



Paul Macksood has been promoted to the position of group manager-sales employment practices in the Home Office sales personnel department. Macksood joined the personnel department of RJR Industries in 1984. He became employment practices manager in the tobacco company personnel department in 1988.



Barbara Simkins has been promoted to training & development manager-sales in the Home Office sales personnel department. She joined the company in 1979 as a sales representative in the Frazer, Pa., division, transferring to the Philadelphia division that year where she was promoted to area sales representative. In 1985 she was promoted to merchandising manager - field sales in the New Jersey chain division.

Simkins has also held the position of special accounts manager in the South Central Jersey division; assistant division manager and training & development manager

in the New Haven, Conn., division. In 1990 she was promoted to division manager in the Nassau, N.Y., division.



Lisa Spotts has been promoted to area sales manager-finance in the Pacific Mountain area. Spotts joined the Company in 1987 as a financial analyst in lease operations. She was promoted to senior financial analyst in 1989 and to manager-lease operations analysis in 1990.



Mike Belniak has been promoted to division manager in the Providence, R.I., Division. He was special accounts manager in the Hartford, Conn., division.



Linda Forrey has been promoted to division manager in the Huntsville, Ala., division. She was training & development manager in the Birmingham, Ala., division.



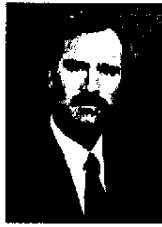
Deborah Gant has been promoted to district manager in the North Ft. Worth, Texas, district. She was training & development manager in the Ft. Worth division.



Matt Hammond has been promoted to division manager in the Harrisburg, Pa., division. He was training & development manager in the Toledo, Ohio, division.



Ed Lenehan has been promoted to division manager in the South Phoenix, Ariz., division. He was training & development manager in the San Francisco, Calif., division.



John Miller has been promoted to division manager in the South Central Jersey division. He was training & development manager in the Manhattan, N.Y., division.



Richard Mitchell has been promoted to division manager in the Mobile, Ala., division. He was training & development manager in the Tulsa, Okla., division.



Carol Novosad has been promoted to division manager in the Wichita, Kan., division. She was training & development manager in the Dallas, Texas, Mid-Cities division.



Ron Segelke has been promoted to division manager in the Nassau, N.Y., division. He was training & development manager in the Suffolk, N.Y., division.



Frank Thomas has been promoted to division manager in the Nashville, Tenn., division. He was special accounts manager in the eastern N.C., division.

TO ASSISTANT DIVISION MANAGER

Bill Surman

N. Houston, Texas, division

TO DIVISION SPECIAL ACCOUNTS MANAGER

Dean Brendel

Kansas City, Kan., division

Chuck Taylor

W. Houston, Texas, division

Chuck Cundari

E. Detroit, Mich., division

TO DIVISION TRAINING & DEVELOPMENT MANAGER

Steven Wadsworth

Shreveport, La., division

Art Holt

W. Los Angeles, Calif., division

Noshir Challa

W. Houston, Texas, division

Steve Sandman

E. Detroit, Mich., division

TO MILITARY SALES MANAGER

John Chong

Hawaii division

TO EXECUTIVE SECRETARY FIELD SALES

Darcy Hracho

N. Atlantic sales area

TO SENIOR SECRETARY HOME OFFICE

Janet Buckner

Sales Information Planning

TO SECRETARY FIELD SALES

Catherine Feeler

San Diego, Calif., division

Jeanette Mitchell

New Orleans, La., division

Judy Lathem

S. Atlanta, Ga., division

Vionia Jones

N. Jersey division

Julie Stindt

Green Bay, Wis., division

LET'S GET TOUGH!

Face it. The competition has his eye on your spread. He'll try to stampede your customers, rustle your brand presence, and steal business right out from under your nose. ☐ Beat him to the draw. Sell smart. Take risks. Execute better. Search for opportunities that'll drive smokers into your corral - not his. ☐ Tell that sidewinder he'd better

pack his saddlebags. Because Reynolds runs the range. You know the market, the products, the process. Your total service commitment guarantees your customers better value *beyond* the dollar. ☐ Get tough.

With knowledge, skill, and teamwork, we can show the competition who's boss.
WE WORK FOR SMOKERS.



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